

MINUTES
Board of Regents
January 30, 2015

The Board of Regents of Washington State University (WSU) met pursuant to call in Open Meeting at 8:00 a.m. on Friday, January 30, 2015, at WSU Vancouver in the Firstenburg Student Commons Building, Rooms 101-103, Vancouver, Washington.

Present: Regent Michael Worthy, Chair; Regents Ted Baseler, Lura Powell, Ron Sims, Laura Jennings, Don Barbieri and Kevin Massimino; and Provost and Executive Vice President Daniel Bernardo. Regents Scott Carson and T. Ryan Durkan attended via telephone conference.

Absent: Regent Harold Cochran and President Elson S. Floyd.

1. Report from the Chair of the Board of Regents. Board Chair Michael Worthy welcomed everyone to the meeting and noted that President Elson Floyd was not present due to illness. Chair Worthy commented that this was the first meeting of calendar year 2015. Chair Worthy reported that the Regents were pleased to participate in and help to officiate at the 2014 Fall Commencement ceremony on December 13. Chair Worthy reminded the audience that the Board provides a public comment period at the conclusion of its meeting and directed those who might be interested to the Board's executive assistant.

2. Report from the Provost of the University. Provost Daniel J. Bernardo reported that WSU Tri-Cities has received an \$18,000,000 gift from Kadlec Regional Medical Center. He said this was the largest gift in the history of WSU Tri-Cities. Provost Bernardo said the gift is aimed specifically at increasing the number of nurse practitioners.

Provost Bernardo reported that the Carnegie Foundation for the Advancement of Teaching has recognized WSU with a Community Engagement Classification for the second time. He said community engagement is an important and integrated part of how we do business every day. Provost Bernardo recognized Dr. Anson Fatland, Associate Vice President for Economic Development and External Affairs, for leading an institution-wide effort to complete the very comprehensive application.

Provost Bernardo also reported that the *U.S. News & World Report* rankings of online programs were released earlier this month and several WSU programs did very well. He noted WSU Global Campus ranked 20th among online undergraduate degrees out of nearly 300 nationwide. He also noted the Carson College of Business online MBA and Executive MBA programs ranked 21st out of more than 200 programs nationwide.

Provost Bernardo reported that Global Campus will be launching an online Bachelor of Arts degree in Hospitality Business Management for fall 2015 and that President Floyd has expanded the portfolio of Vice President of Global Campus David Cillay to include management of the process for creating new off-site academic programs.

Provost Bernardo reported that the University has begun discussing the possibility of the Pullman Campus becoming tobacco-free. He said the effort was initiated by ASWSU, who last March voted for a tobacco-free campus. Provost Bernardo said a proposed change to the WAC will be coming to the Board for adoption at the May meeting.

Provost Bernardo also reported that the self-funded salary increase for faculty and staff went into effect at the beginning of January. He said it provided an average 4% increase to all faculty and a 3% increase for administrative professional staff and graduate students.

3. Minutes. It was moved and seconded that the Board of Regents approve the minutes of its December 12, 2014, meeting. Carried.

4. Reports from University Groups. Representatives from each of the University groups—Faculty Senate, Administrative and Professional Advisory Council, Associated Students of Washington State University, Graduate and Professional Student Association, and Foundation Board of Governors—reviewed their reports as submitted (*Exhibit A*).

5. Focused Discussion—WSU Vancouver. WSU Vancouver Chancellor Mel Netzhammer provided the Board a current snapshot of WSU Vancouver, including current enrollment statistics and academic and enrollment planning objectives.

6. Finance and Audit Committee. Regent Baseler reported the Finance and Audit Committee had an extensive meeting beginning with a presentation from WSU's Director of Internal Audit Heather Lopez, who provided the Board with a status report. He said the Committee also received a report from Debbie Pennick with the State Auditor's office, who reported on its review of WSU's financial condition.

Regent Baseler reported the Committee then heard a presentation from Associate Vice President for Finance Barry Johnston on a proposed Technology Fee, and presentations from Vice President for Finance and Administration Roger Patterson and Associate Vice President for Facilities Services Olivia Yang on two Future Action Items: 1) WSU Pullman, Soccer Field Improvements—Phase 2; and 2) WSU Pullman, Indoor Practice Facility, Design.

Regent Baseler reported the Committee had seven Action Items for the Board's consideration: 1) WSU Spokane, Campus Master Plan, 2014 update; 2) WSU North Puget Sound at Everett, Academic Center, Schematic Design; 3) WSU Vancouver, Parking Lot Addition, Design and Construction; 4) WSU Pullman, Multicultural Center, Design and

Construction; 5) WSU Pullman, Multicultural Center, Financing; 6) WSU Debt Management Policy Amendment; and 7) WSU, General Revenue Bond Refunding.¹

WSU Spokane, Campus Master Plan, 2014 Update. It was moved and seconded that the Board approve the WSU Spokane, Campus Master Plan, 2014 Update as proposed. Carried. (*Exhibit B*)

WSU North Puget Sound at Everett, Academic Center, Schematic Design. It was moved and seconded that the Board approve the WSU North Puget Sound at Everett, Academic Center, Schematic Design as proposed. Carried. (*Exhibit C*)

WSU Vancouver, Parking Lot Addition, Design and Construction. It was moved and seconded that the Board adopt Resolution #150130-499, approving the Parking Lot Addition project with a total budget not to exceed \$2,000,000, authorizing the project to proceed to design and construction, and further delegating authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount. Carried. (*Exhibit D*)

WSU Pullman, Multicultural Center, Design and Construction. After a lengthy Board discussion, it was moved and seconded that WSU Pullman, Multicultural Center, Design and Construction Action Item be deferred to a future meeting. Carried.

WSU Pullman, Multicultural Center, Financing. It was moved and seconded that the WSU Pullman, Multicultural Center, Financing Action Item be deferred to a future meeting. Carried.

WSU, Debt Management Policy Amendment. It was moved and seconded that the Board approve the WSU, Debt Management Policy Amendment as proposed. Carried. (*Exhibit E*)

WSU, General Revenue Bond Refunding. It was moved and seconded that the Board adopt Resolution #150130-502 allowing the University to authorize the issuance of general revenue bonds to refund any outstanding bonds of the University. Carried. (*Exhibit F*)

7. Academic and Student Affairs Committee Report. Regent Jennings reported that the Committee heard a presentation on an Information Item submitted by Provost Bernardo regarding the establishment of a major in forestry under the approved Bachelor of Science in Earth and Environmental Sciences.

¹Action Item #7, WSU, General Revenue Bond Refunding, was added to the agenda in accordance with Board of Regents Bylaws Articles II.5 and 12.

Regent Jennings also reported that the Committee had two Action Items for the Board's approval: 1) Renewal of Radioactive Materials License WN-C003-1; and 2) FY2016 Housing and Dining Rates.

Renewal of Radioactive Materials License WN-C003-1. It was moved and seconded that the Board adopt Resolution #150130-500, delegating authority to the President of the University to issue and sign Statements of Intent in support of the application for renewal or amendment of Radioactive Materials License WN-C003-1 for the University campuses and research stations listed on the license. Carried. (*Exhibit G*)

FY2016 Housing and Dining Rates. It was moved and seconded that the Board approve an increase in the FY 2016 Housing and Dining rates as proposed. Carried. (*Exhibit H*)

8. External Affairs Committee Report. Regent Sims reported the Committee had one Information Item, a Legislative Update, which is deferred to a future meeting due to an unscheduled visit from Governor Jay Inslee.

9. Other Business. No other Business was discussed.

10. Executive Session. Executive Session was convened January 29, 2015, to discuss performance of a state employee. No action was taken.

11. Public Comment Period. No comments were received.

12. Adjournment. In closing, Chair Worthy announced that the next Regents' meeting will be held March 27, 2015, at the WSU Vancouver Campus.

The meeting adjourned at 10:15 a.m.

Approved by the Board of Regents at its meeting held March 27, 2015, on the WSU Tri-Cities Campus, at the Consolidated Information Center 212-214.

SIGNED COPY AVAILABLE IN THE PRESIDENT'S OFFICE

January 30, 2015

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Faculty Senate Report

SUBMITTED BY: Craig Parks, Chair, Faculty Senate

The Faculty Senate has not met since my last presentation to the Board of Regents. As such, no actions have been taken.

Other Senate Business

The Academic Integrity Task Force held its initial meeting. The group will be co-chaired by Phyllis Erdman from the College of Education and Adam Jussel, Director of Student Standards and Accountability. The group has been charged with identifying the best practices for educating undergraduates and graduate students about plagiarism and academic integrity, and developing an implementation plan for WSU that is applicable to both groups of students, all campuses, and the Global Campus. The group's work may need to continue into the 2015-16 academic year.

The Provost and I co-authored a memo to the university community announcing guidelines for the use of online survey software tools. We are discouraging the use of software that presents data security problems. We encourage use of the Qualtrics program, for which the Provost has purchased a university-wide license, for general research applications; consultation with the Social and Economic Sciences Research Center (SESRC) for collection of highly sensitive data; and use of polling software (e.g., Doodle) for simple assessments of group preferences. I will be part of a follow-up committee that will develop an FAQ/help website to explain the security issues and help people determine which program is best for them. I wish to thank the Provost for his investment in Qualtrics.

January 30, 2015

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: APAC Report

SUBMITTED BY: Karen Garrett, Chair, Administrative Professional Advisory Council

The Administrative Professional Advisory Council is pleased to report the following:

- The Professional Development committee is presenting a seminar/workshop February 9 on Interpersonal Relations and Group Decision Making by Dr. Craig Parks.
- At the January 9th APAC meeting, guest presenter Jeff Guillory, Interim Executive Director, Diversity Education gave an update on his research and training programs. From this presentation, the Professional Development committee will also be scheduling a future 3 hour training on Cultural and Diversity Competency that will be open to all WSU staff.
- The state-wide exempt/AP staff, now called the Northwest Coalition of Professional Staff in Higher Education is moving forward with the July conference. This training is offered to all exempt staff from all colleges and universities in Washington which will provide professional training designed to assist them in their day to day responsibilities and a chance to network with their peers.



ASWSUV

THE ASSOCIATED STUDENTS

OF WASHINGTON STATE UNIVERSITY VANCOUVER

TO: All Members of the Board of Regent

SUBJECT: Associated Students of Washington State University Vancouver-
Regents Report

SUBMITTED BY: David Choi, ASWSU Vancouver President
Peter Collier, ASWSU Vancouver Vice President

As WSU Vancouver continues to grow with each new semester, ASWSUV has continued to work in a dynamic fashion that is centered on success of our students. ASWSUV as a whole strives for the goal of making each student's story at WSU Vancouver a success story. As leaders within our university and within the community we support our students in achieving this goal through connecting, inspiring, and creating opportunities for all of our students. The following report is broken down into the three areas of Connect, Inspire, and Create as categories for the efforts of ASWSUV.

Connect: Being a campus that has only commuting students, it is important for leaders of ASWSUV to connect with those we serve. With events ranging from the monthly Coffee Bar to the Week of Welcome events put on by our Student Activities Board to Cougar Day at the Capitol, our leaders are always looking for ways to connect and better represent our students. The following are two of our notable work connecting with students:

Week of Welcome and 25th Anniversary Kick Off

The Student Activities Board (SAB) is committed to allowing all students to be involved on campus. In collaboration with the 25th Anniversary Celebrations, Week of Welcome by Student Affairs, and SAB all of WSU Vancouver had the opportunity to do so. The events hosted by SAB allowed for all students to be involved on campus. Our hope is the opportunities such those in the Week of Welcome connect our students with one another along with the community to better the student experience at WSU Vancouver.

Student Media Partnerships (on going)

As trusted student representatives, ASWSUV values transparency as a key value. Efforts have been put in place to collaborate with the student media organizations, including the VanCougar newspaper and the Koug Radio station, to better enhance communication between students and student leaders. This has become a very positive relationship that benefits the entire student population via enhanced and consolidated marketing and streamlined communication.

Inspire: Pursuing a degree can be difficult and, at many times, discouraging. As student leaders, we recognize and understand that this problem exists and believe that one way to lessen this issue is by inspiring our students through acts of community service/involvement and enlightening personal and professional development opportunities.

Health Week

As a continuation of last year's Health Week, ASWSUV revamped the weeklong health awareness events to empower students to have a positive self-image. We believe that by having a strong sense of well-being and good physical and mental health, our students will be more successful within the classroom and in their careers. Next to our *Week of Welcome* events, *Health Week* was our most attended series of events.

Research and Resource Fair (in progress)

Academia is a strength and a core value of the students of WSU Vancouver and we firmly believe that we are in a good place to provide a link for students to find opportunities to supplement their academic experience outside the classroom. The Campus Affairs committee of our Senate is coordinating the fair with our Executive Branch to have a Research and Resource Fair with the hope to provide opportunities for students to be more successful academically. The fair will focus on reintroducing students to the resources and research opportunities available to them on campus. This event will occur mid-spring semester to help those who have fallen behind outside of the classroom or for those who are looking to excel a little more in their academics. Our intent is to help students academically without interfering with the classroom.

Coug Service Days

ASWSUV believes in maintaining and improving our campus so, in future years, others can experience WSU Vancouver's beauty as we have. In years past, WSU Vancouver held an event called Cougar Pride Days to "beautify" the campus and to foster a sense of community and VanCougar pride. This year the campus is planned to come together through the work of student government to reintroduce this effort. The plan is to make our campus even more beautiful along with long lasting through events like tree planting, educational lectures, and sustainability efforts. Through this event, WSU Vancouver and the community will have the opportunity to better cougar pride by making our campus even more beautiful.

Create: Helping our students does not stop with *connect* and *inspire*; we have to lay down framework and actually make the opportunities for our students to be successful. We have and will continue work to create more opportunities for students to make their stories success stories.

Election Codes Revisions (on going)

In the past two years student government has experienced complications and frustrations in the ASWSUV elections. In April of 2014 the Judicial Board encouraged Senate to revise the Election Codes. In collaboration with student government, past leaders, and outside experts we have drafted a revision for our Election Code. The wonderful part of this process is that it frees our leaders to focus their time on serving our students rather than spending a never-ending amount of time addressing problems during the spring elections. The intent of the new Election Codes is to have a holistic fair election that allow for all to participate in a proper fair manner that allows student government to focus on other important objectives.

Food Drives in Support of Cougar Food Pantry (in progress)

The Cougar Food Pantry is a resource that is very important to students who struggle to pay for their education. In March, there are plans for a Cougar 5k Fun Run sponsored by ASWSUV, a March Madness Competition, and a Hunger Games food drive, all in support of the Cougar Food Pantry. These events will help restock the pantry with much needed food items to support our students who are in the most need.

Student Life Building (on going)

Much like the Tri Cities campus, WSU Vancouver has been faced with the challenge to accommodate to the growing of our student body. Key players from student government, student affairs, diversity, and the chancellor's office have come together analyzing the current state of our student body and addressing the need for a student life building. The process is still in the planning stages with the hope of working with an outside consultant. The need for this has been many years in the making and is hoped to allow students to have a center for student life.

January 15, 2015

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: GPSA Report

SUBMITTED BY: Nathan Neale, President

On behalf of the Graduate and Professional Student Association I would like to report the following:

Graduate and Professional Travel Grants: We continue to improve our travel grant process and have been receiving an increased number of applications. The quality of student research and programs they are pursuing is improving rapidly, which makes the process even more competitive.

Mentorship Opportunities: To continue to develop leadership within our organization, we have developed a mentorship program to help new leaders within GPSA.

Philanthropy Efforts: GPSA is working on building relationships with community partners to engage in service efforts. We have a large number of interested students and foresee this program as another way for students across departments to get to know one another, while giving back to the community.

Wiley Research Exposition 2015: The 2015 William R. Wiley Research Exposition will be held on February 20th. As we are now partnering with ASWSU and the Office of International Programs, the Wiley Research Exposition will be awarding **\$23,600** in student scholarships. This has led to an improvement in both quality and quantity of applications and a strong interest in cross-discipline, international focused research.

January 29, 2014

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Foundation Regents Report

SUBMITTED BY: Judy Rogers, President, WSU Foundation
Chair, Board of Governors, WSU Foundation

The Washington State University Foundation is pleased to report the following:

- During the month of November 2014, the WSU Foundation recorded \$8.5 million in total private support, bringing the total private support during FY2015 (beginning July 1, 2014) to \$49.1 million as of November 30, 2014.
- Attached is a full copy of the WSU Foundation's Fiscal Year 2015 Progress Report for the period July 1-November 30, 2014.
- *The Campaign for Washington State University: Because the World Needs Big Ideas* totals \$961.2 million and remains well on track to surpass \$1 billion in 2015. Of this total, more than \$142 million has been given to support current use and endowed scholarships and graduate fellowships across WSU.
- Since the campaign began in July 2006, more than 193,000 individual donors have made nearly 750,000 gifts, grants, revocable or other commitments in support of WSU's students, faculty, research and outreach, and to leverage the University's impact across the state and around the world.
- The WSU Foundation's endowment market value as of November 30, 2014 was \$409.5 million. The investment return for FY2015 to date was 0.20%, and the three-year investment return to date was 9.60%. Nearly 590 new endowed funds have been established during the campaign. More than \$159.7 million in private contributions have also been made to support endowed funds at WSU during this time.
- The next meeting of the Board of Governors is March 6, 2015 in Spokane, WA. The next meeting of the Board of Trustees will be May 14-15, 2015, in the Tri-Cities.
- The 2014 Annual Report for the WSU Foundation can be found at:
<http://foundation.wsu.edu/about/annualreport.html>.

WASHINGTON STATE UNIVERSITY FOUNDATION
CAMPAIGN AND YEAR TO DATE PROGRESS REPORT
 July 1, 2014 - November 30, 2014

FY2015-to-date	11/30/2014	11/30/2013
Gift Totals	\$25,056,331	\$18,099,747
Private Grants	11,510,364	\$8,157,621
Sub Total, Gifts & Grants	36,566,694	26,257,368
Pledge Balance	5,174,385	\$17,016,974
Sub Total Gifts, Grants & Pledges	41,741,079	43,274,342
Revocable Gifts	7,380,155	\$5,628,249
Annual Fundraising Totals	49,121,234	48,902,591
Other Contributions	3,000	\$2,439,925
Annual Total	49,124,234	\$51,342,516

Campaign Progress to Date

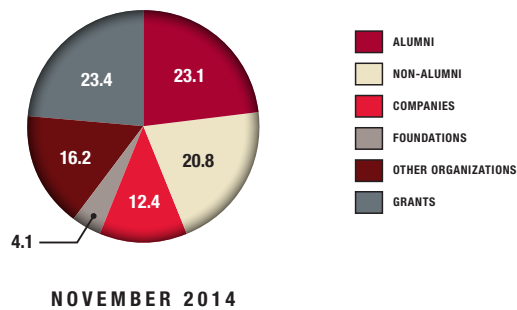
\$961,192,417

\$859,043,344

Note: These figures are unaudited

FISCAL YEAR CONTRIBUTIONS BY SOURCE

(AS A PERCENTAGE)



Month Ended November 30	11/30/2014	11/30/2013
Gift Totals	\$1,979,637	\$3,343,197
Private Grants	1,069,170	1,419,389
Sub Total, Gifts & Grants	3,048,807	4,762,586
Pledge Balance	4,147,002	46,137
Sub Total Gifts, Grants & Pledges	7,195,809	4,808,723
Revocable Gifts	1,337,000	115,000
Other Contributions	3,000	1,117
Monthly Total	\$8,535,809	\$4,924,840

Endowment Summary	Five Months Ended 11/30/2014	Five Months Ended 11/30/2013
Endowment, Beginning	\$404,995,479	\$349,889,946
Gifts and Other Additions	9,137,076	7,860,605
Investment Gains (Losses)	759,557	26,495,743
Distributions to WSU Programs and Advancement Fee	(5,354,988)	(4,902,276)
Endowment, Ending	\$409,537,124	\$379,334,018
Investment Return, FY2015-to-date	0.20%	7.50%
Three-year return through Nov. 30, 2014 and Nov. 30, 2013	9.60%	9.10%

KEY STATISTICS	11/30/2014	11/30/2013
Alumni of Record Available for solicitation	164,853	158,136
Alumni Participation Rate	4.9%	5.8%
Total Number of FY2015 Donors	21,019	22,528
Total Number of FY Gifts, Grants, Pledges, Revocable Commitments	32,397	35,339
Total Number of Campaign Donors	193,299	181,125
Total Number of Campaign Gifts, Grants, Pledges, Revocable Commitments	746,161	656,081

ACTION ITEM #1

WSU Spokane, Campus Master Plan, 2014 Update (Brown/Patterson/Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Spokane, Campus Master Plan, 2014 Update

PROPOSED: That the Board of Regents adopt the WSU Spokane Campus Master Plan 2014 Update as presented with this agenda item.

SUBMITTED BY: Roger Patterson, Vice President for Finance and Administration

SUPPORTING INFORMATION: During the period of November 2013 through October 2014, WSU Spokane senior leadership, along with academic deans, campus administration, campus academic partners and the selected master planning consultant, NBBJ of Seattle, Washington, led a collaborative effort to update the 2009 campus master plan. Reasons for this update include the Board of Regents 2010 proclamation designating WSU Spokane as the University's Health Sciences campus, and the University's ambitious investment in health science academic, research and clinical plans to create a world class academic health science campus.

One of the benefits of the master plan update is that it provides a structured framework for reaching informed decisions when determining short and long term capital planning and growth of the campus. The 2014 Campus Master Plan Update establishes a thoughtful and programmatic vision of campus growth for the next 10 years and beyond. It recognizes WSU's significant commitment to undergraduate, graduate and professional enrollment for the Colleges of Nursing, Medical Sciences, Pharmacy and other associated professional and allied health related disciplines. The plan expands and promotes inter-professional academic and professional experiences and translational and enterprise research. The plan engages our regional health care professionals and community partners to meet and exceed the growing demands for providing health care professionals who can transform delivery of health care now and in the future.

The master plan mutually supports growth in clinical research and expands campus infrastructure and development to provide essential campus, student, faculty and staff amenities and services that create a

greater sense of place and affinity for career path development and graduate opportunities.

The draft 2014 Campus Master Plan update has been studied and approved by executive leadership of the University, our campus academic partner, Eastern Washington University, the City Council of the City of Spokane and other external partners and stakeholders.

The following themes are promoted in the 2014 Master Plan Update:

- Continue to build a world-class Health Sciences Education and Research Campus.
- Create an integrated campus community, with a clear identity.
- Prioritize campus open space.
- Connect with greater Spokane, and specifically the University District.
- Create a meaningful connection with the Spokane River.

The 2014 Master Plan Update:

- Acknowledges the University's pursuit to secure an accredited Medical School on the campus.
- Accounts for the transfer of the Innovate Washington Building and the Innovate Washington Spokane Technology Center.
- Addresses the transferred exclusive use of the Phase I building to Eastern Washington University.
- Addresses campus branding and signage to enhance visibility within the City of Spokane's University District.
- Creates a plan to develop the Jensen-Byrd building and immediate surrounding property into a viable heart of the campus for student amenities and services. The revitalized area of campus promotes a new campus front door entrance that serves as a greater connection to the City and region to promote health education, research and build healthier communities.

The WSU Spokane Campus Master Plan 2014 Update is appended as **Attachment A**.



WSU Health Sciences Campus Spokane Master Plan Update

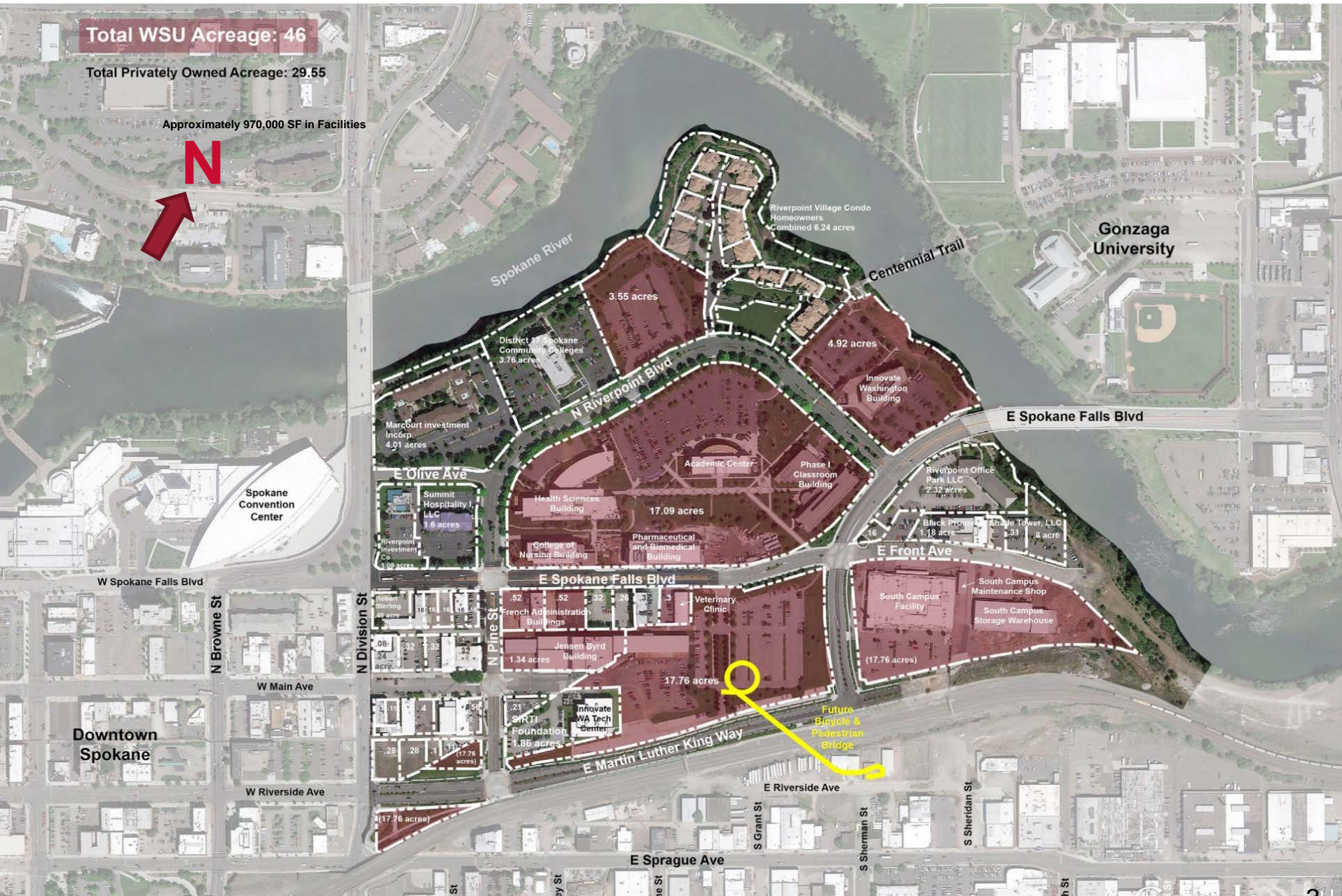
Future Action Item Presentation to
WSU Board of Regents
December 11, 2014



University District & WSU Spokane



WSU Spokane Master Plan Update



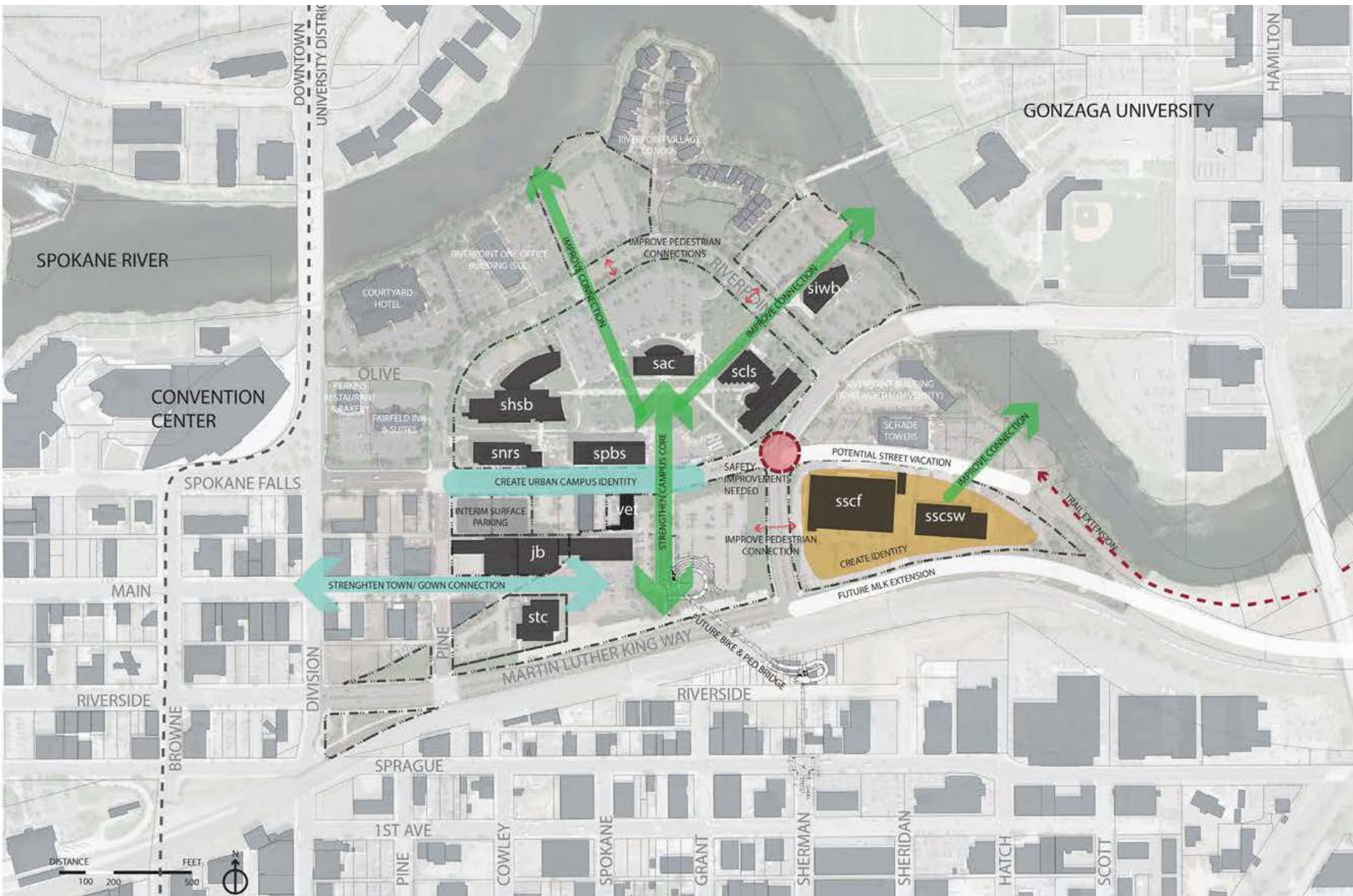
WSU/EWU Shared Vision

- **Construction of University District Health Clinic collaborative effort with Providence Health Services and Empire Health Foundation**
 - **Space for inter-professional education for WSU/EWU students and medical residencies**
- **Enhanced student services related to study space, food and fitness**
- **Clinical research space (clinical trials)**
- **Laboratory space**
- **Practice-based research space and interdisciplinary simulation labs**
- **Regional/Community public health resource**

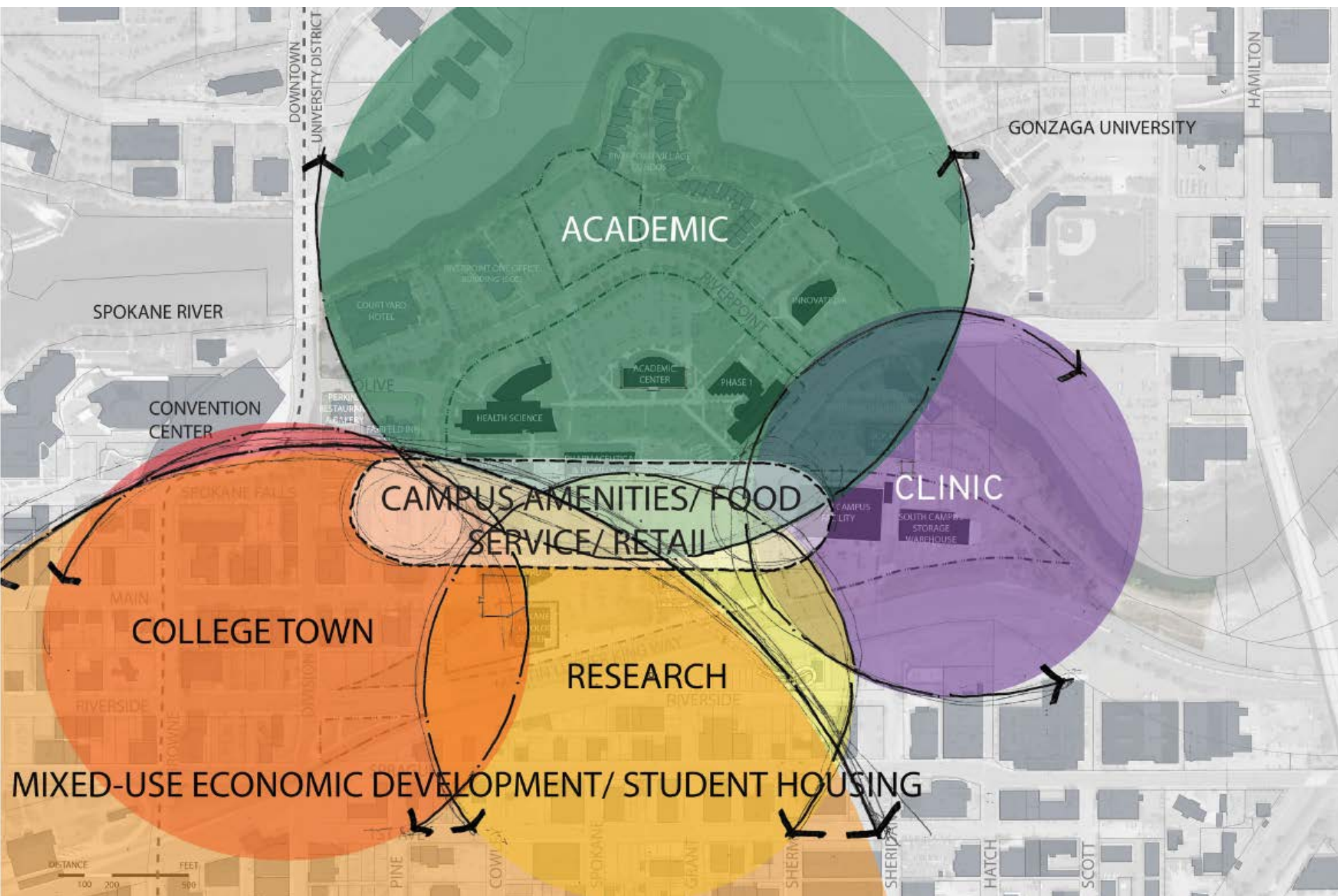
Themes

- **Continue to build a world-class Health Sciences Education and Research Campus**
- **Create an integrated campus community, with a clear identity**
- **Prioritize campus open space**
- **Connect with greater Spokane, and specifically the University District**
- **Create a meaningful connection with the Spokane River**

Campus Development Potential & Constraints



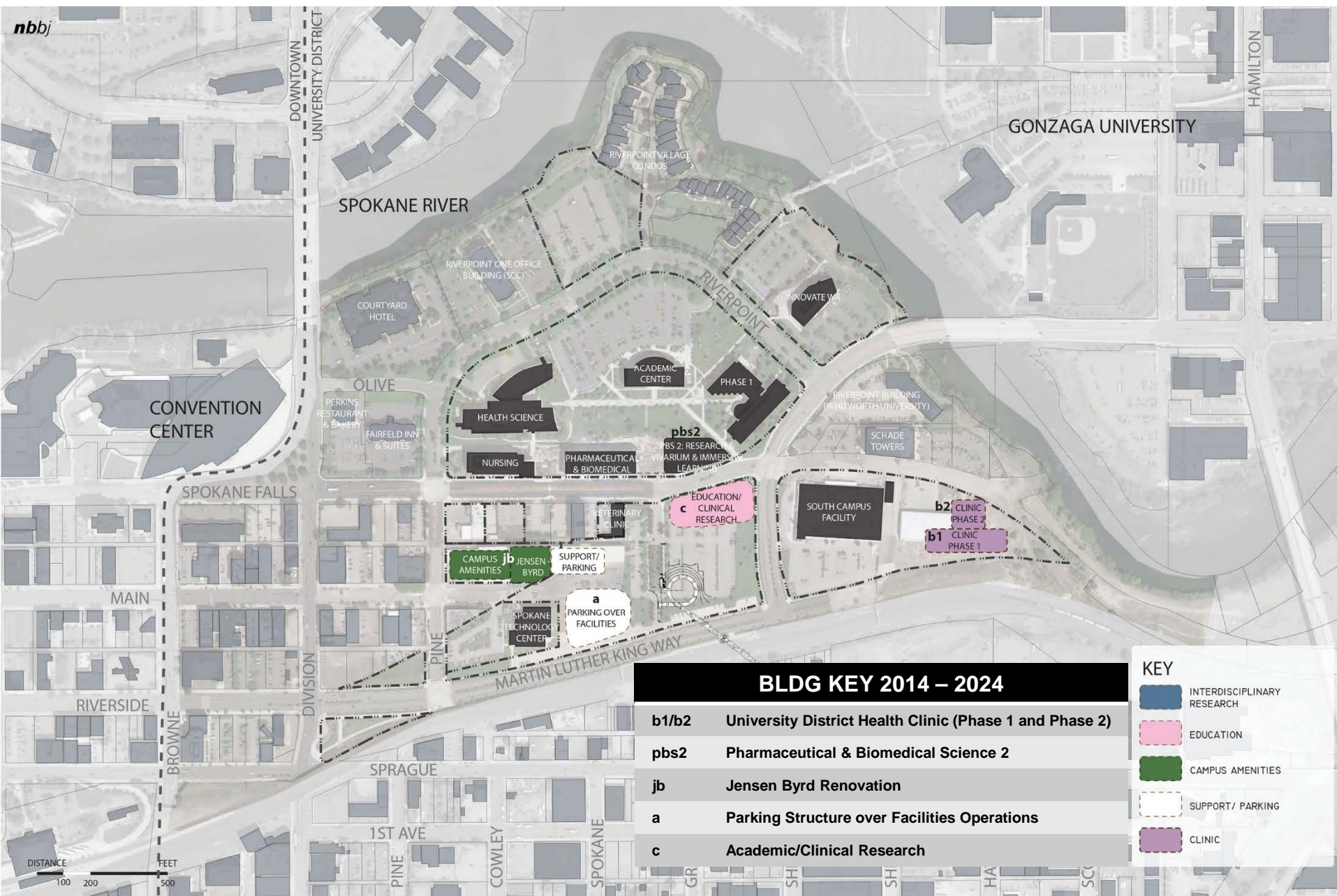
Campus Organizing Principles



Campus Centers of Excellence



Campus Master Plan Project Phasing



Campus Master Plan Project Phasing

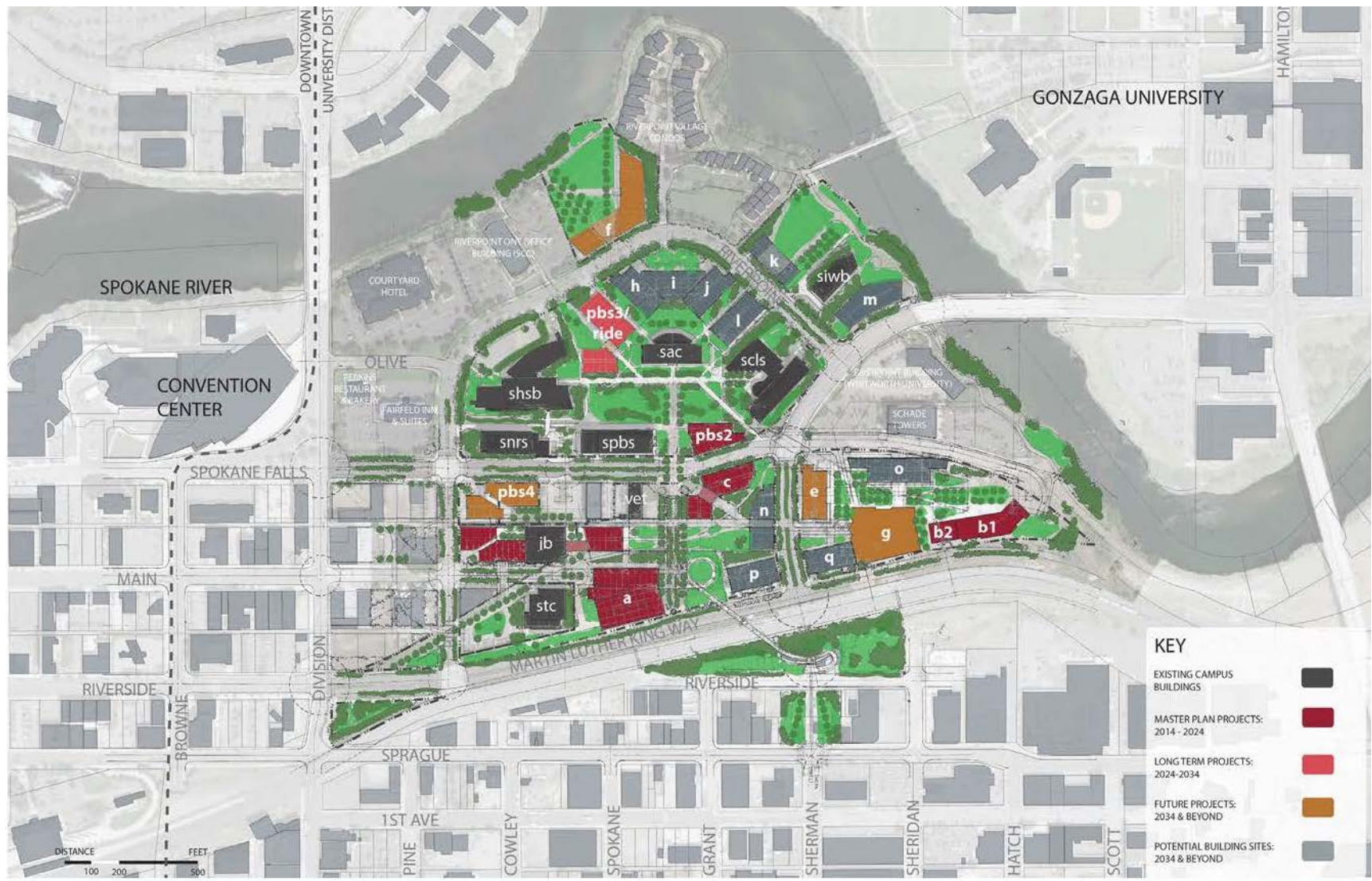


Figure 1.6 Campus Master Plan: Project Phasing

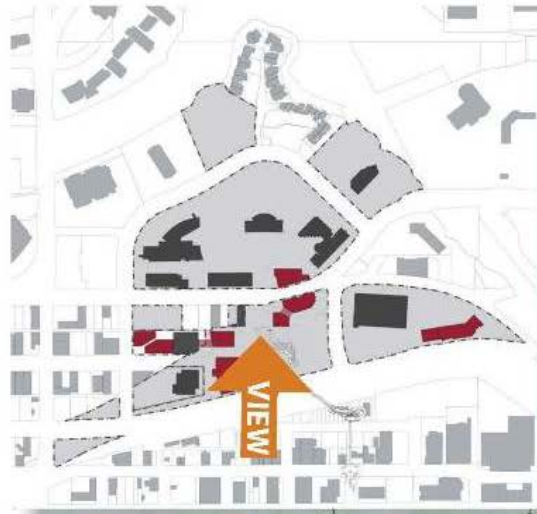


jb Jensen-Byrd Building
scls Phase 1 Classroom Building
shsb Health Sciences Building
sac Academic Center
scf South Campus Facility
siwb Innovate Washington Building

snrs Nursing Building
spbs Pharmaceutical & Biomedical Sciences
stc Spokane Technology Center
vet Veterinary Specialty Teaching Clinic

Note: Single alphabet character = future buildings or parking structures

Campus Sketch Looking North toward SAC



Campus Sketch Open Space toward PBS 2



Campus Sketch Looking West to Main Street Jensen Byrd





**Thank you for the opportunity
to share our vision**

ACTION ITEM #2

WSU North Puget Sound at Everett, Academic Center, Schematic Design (Pitre/Patterson/Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU, North Puget Sound at Everett, Academic Center,
Schematic Design

PROPOSED: That the Board of Regents approve the schematic design documents for
the WSU North Puget Sound Academic Center.

SUBMITTED BY: Roger Patterson, Vice President for Finance and Administration

SUPPORTING
INFORMATION: The 2009-2011 Legislature acknowledged the limited access to public
baccalaureate and graduate degree programs in the North Puget Sound
and set parameters for the transfer of the leadership, management and
operational responsibilities of operations from Everett Community College
to Washington State University with the focus being Science, Technology,
Engineering and Math (STEM).

The 2011-2013 Legislature appropriated \$10.0 million for the design of
the facility and the acquisition of adjacent property parcels for future
development. The new facility will be a 95,000 gross square feet teaching
and office building, located on Everett Community College property
currently used as a parking lot, along Broadway in Everett (see site location
below). The project budget is legislated to be a Design-Build project,
incorporating life cycle cost analysis in the selection of the design build
team.

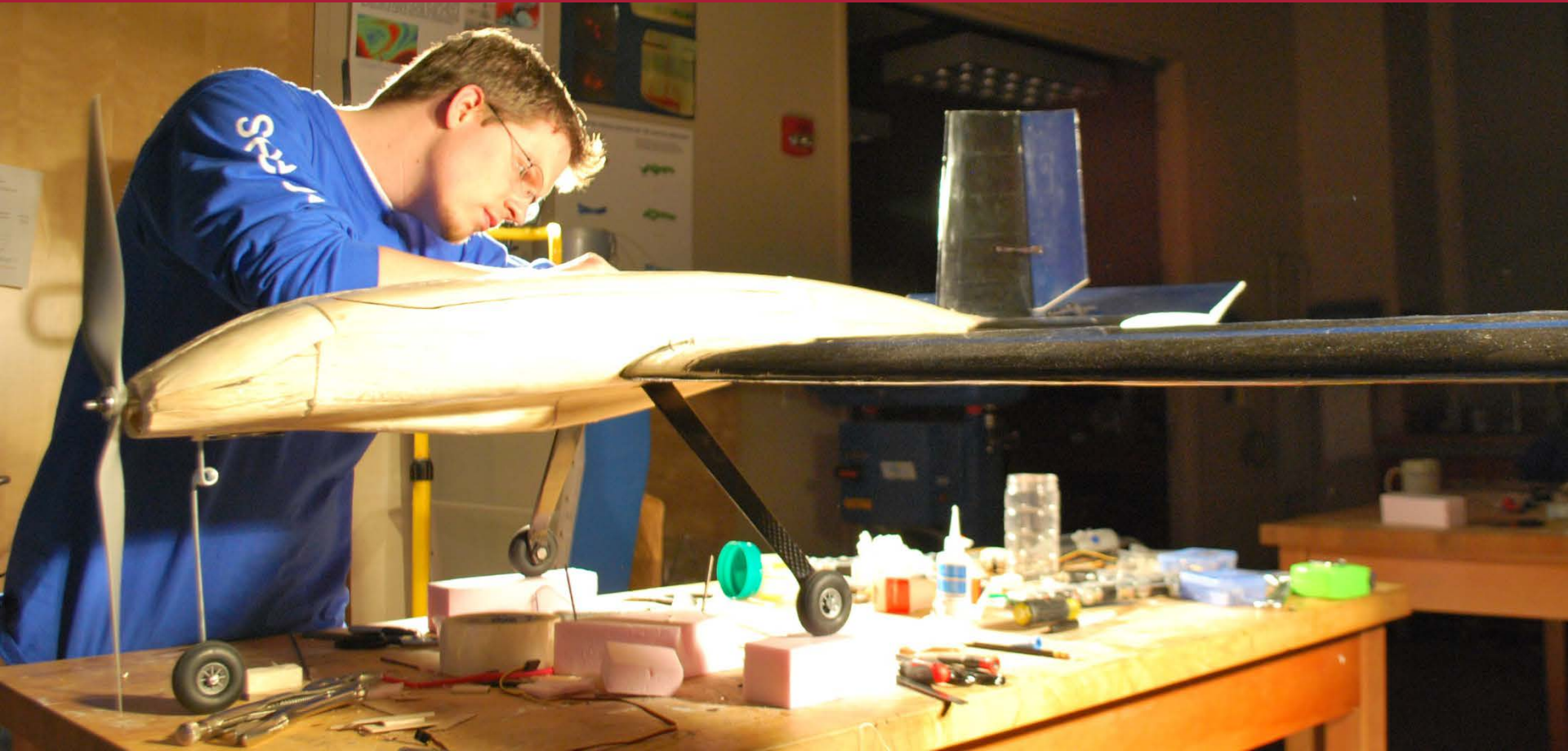
At the November 22, 2013 meeting, the Board of Regents approved the
design and preconstruction for the project and granted approval to acquire
additional land, within the budgeted amount of \$10.0 million.

Selection of the design-build firm was conducted in August 2014 and the
Hoffman/SRG team was selected.

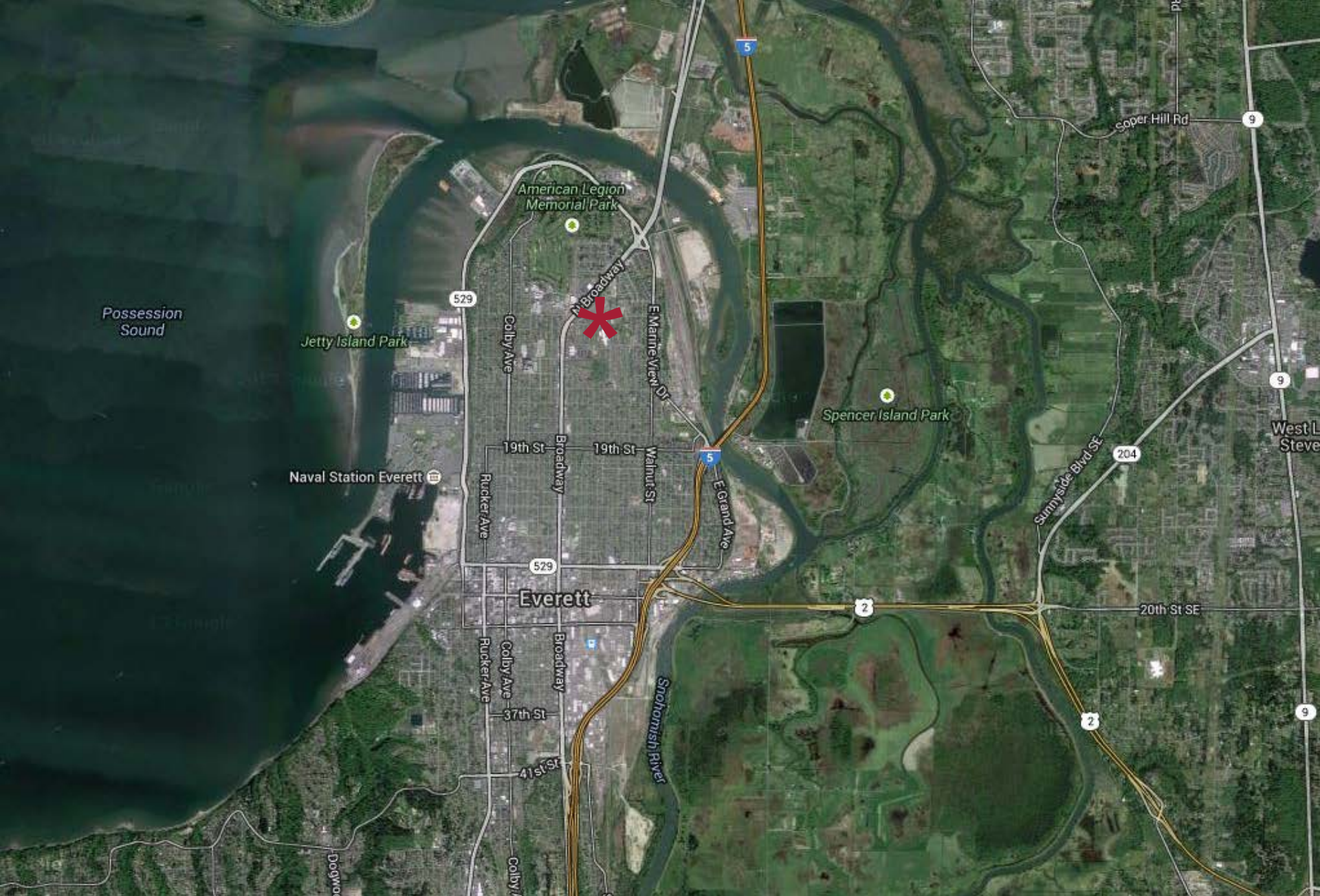
The Schematic Design is appended as **Attachment A**.

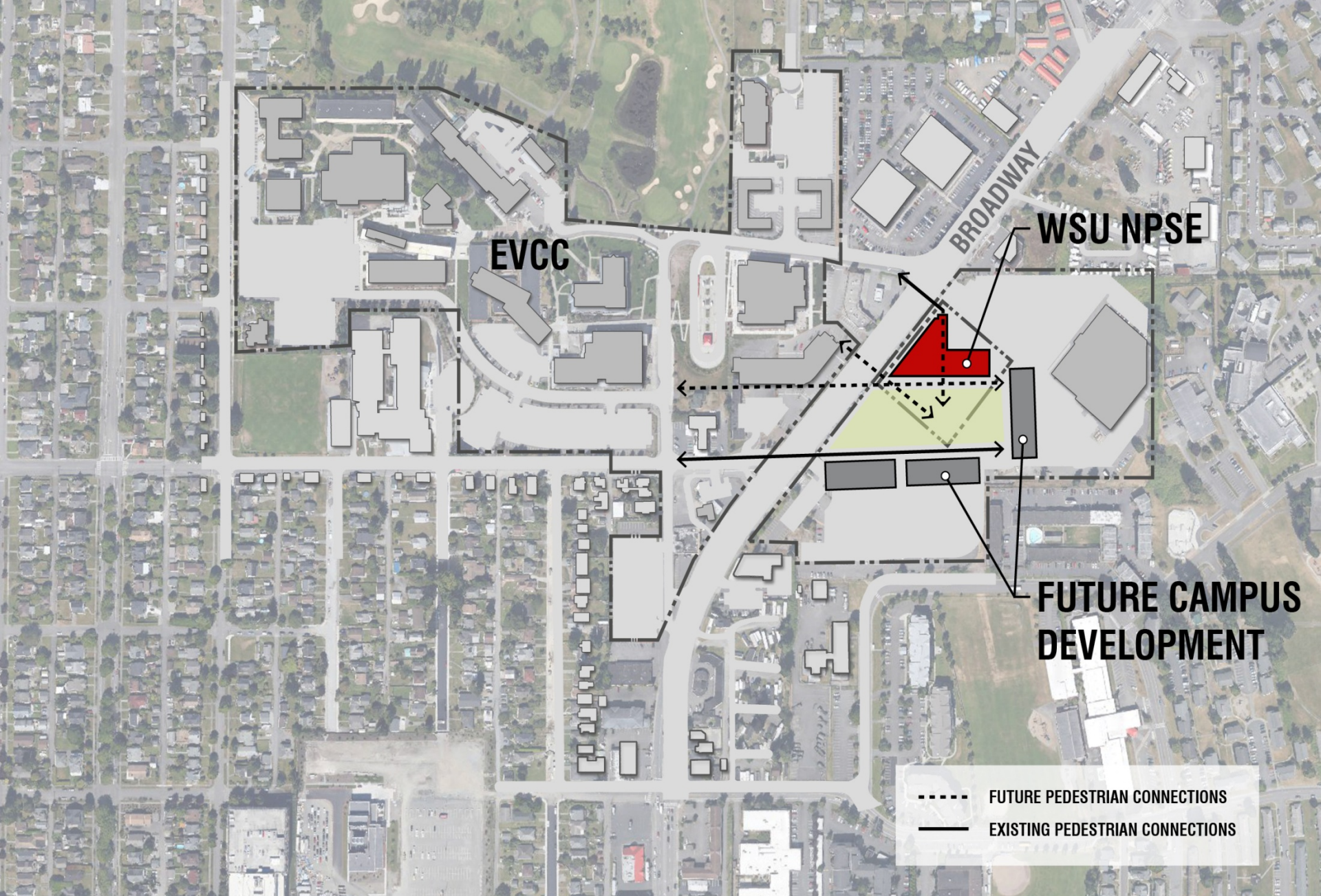


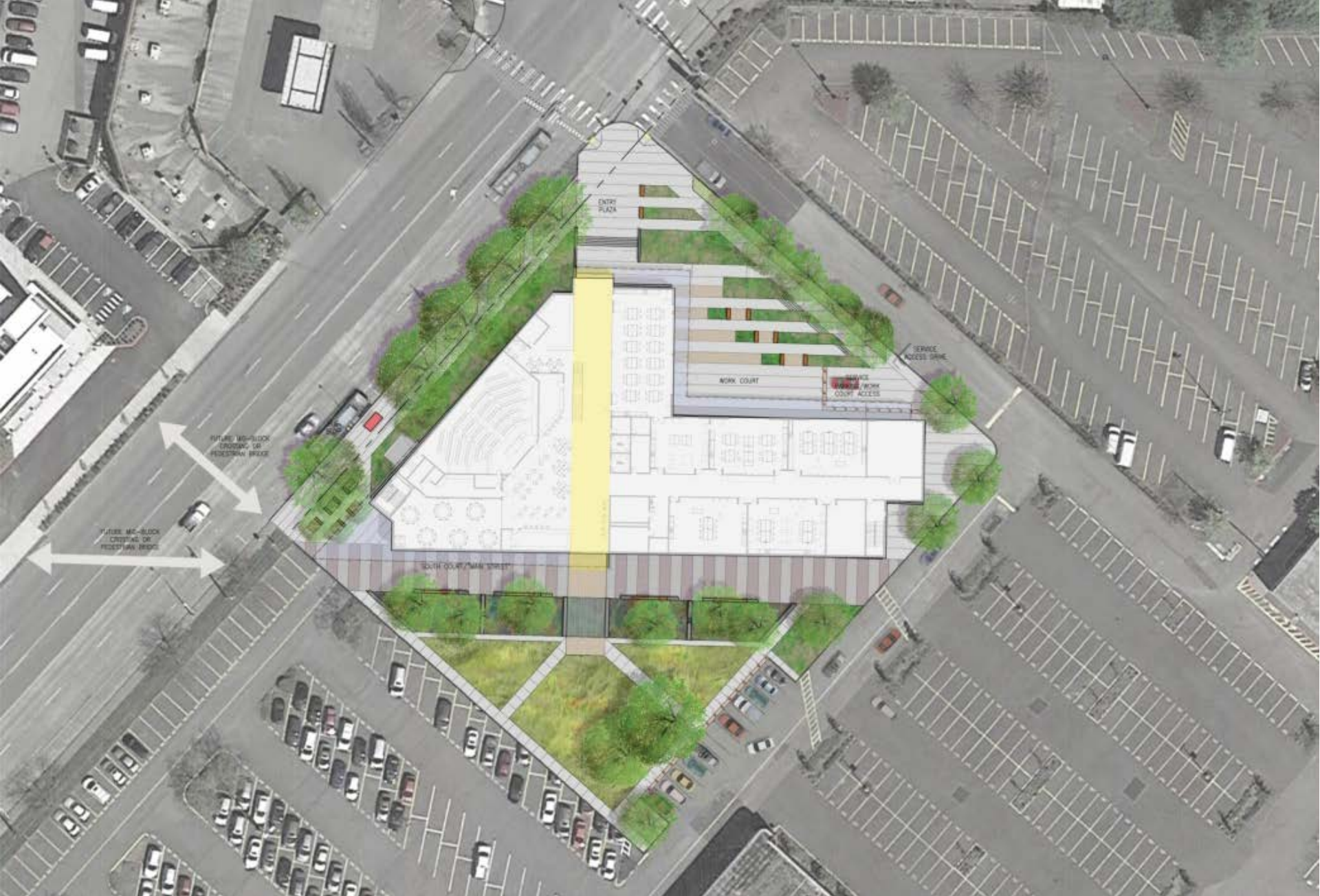
WASHINGTON STATE UNIVERSITY ACADEMIC CENTER (EVERETT)



HOFFMAN | SRG | MCKINSTRY













WASHINGTON STATE UNIVERSITY ACADEMIC CENTER (EVERETT)
HOFFMAN | SRG | MCKINSTRY



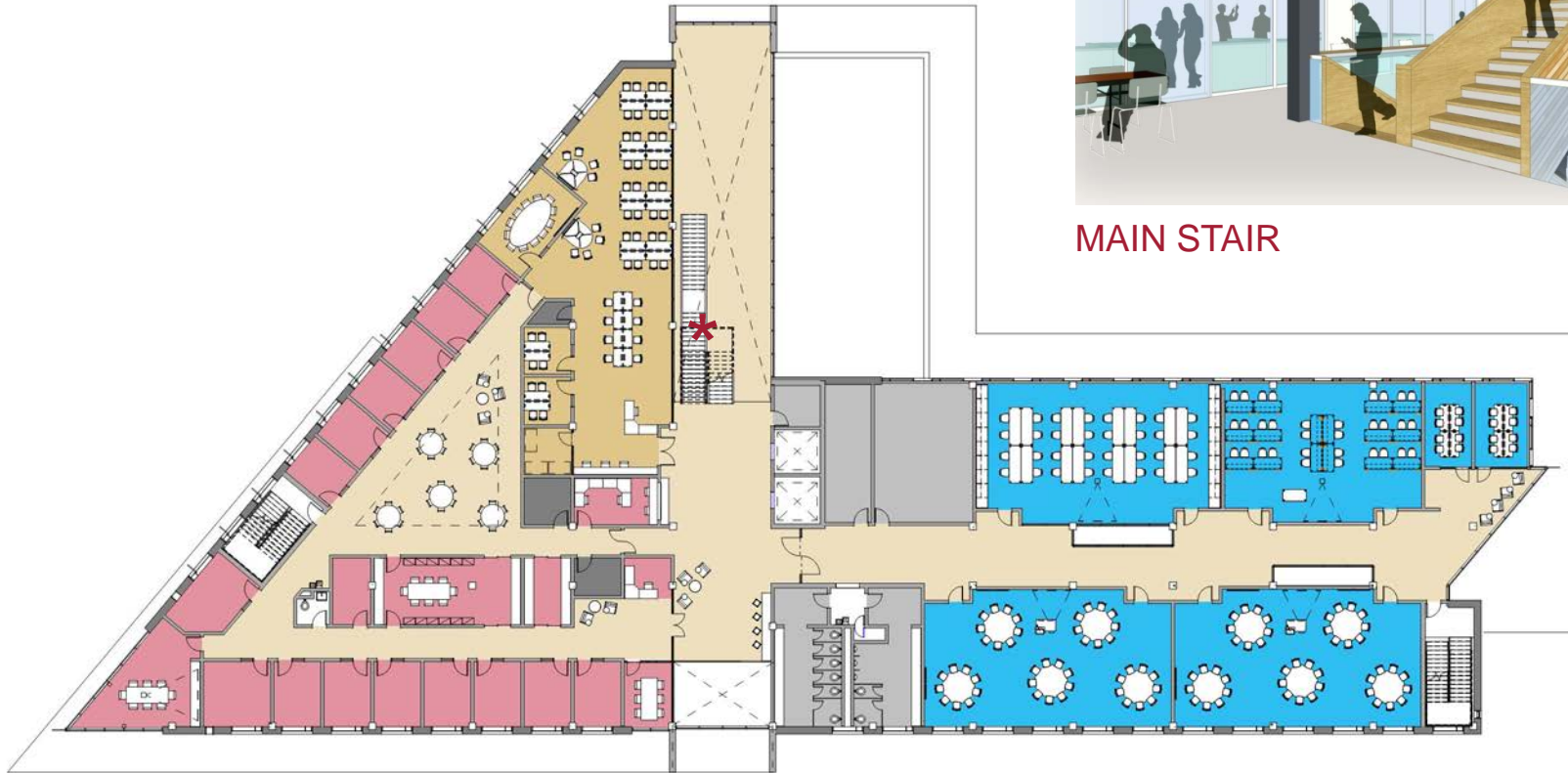
WASHINGTON STATE UNIVERSITY ACADEMIC CENTER (EVERETT)
HOFFMAN | SRG | MCKINSTRY

FIRST FLOOR



CAFÉ

SECOND FLOOR



MAIN STAIR

THIRD FLOOR



FACULTY/STAFF
WORKSPACE



FOURTH FLOOR



CLASSROOM WING







WASHINGTON STATE UNIVERSITY ACADEMIC CENTER (EVERETT)
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ACTION ITEM #3

WSU Vancouver, Parking Lot Addition, Design and Construction (Valenter/Patterson/Yang)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU Vancouver, Parking Lot Addition,
Design and Construction

PROPOSED: That the Board of Regents approve the Parking Lot Addition project with a total budget not to exceed \$2,000,000, authorize the project to proceed to design and construction, and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

SUBMITTED BY: Roger Patterson, Vice President for Finance & Administration

SUPPORTING INFORMATION: Parking has become increasingly crowded on campus and this fall saw a wait list for over 100 permits, leaving many students using the daily parking lot as an alternative. Parking surveys found lot usage in the 95-98% range during peak hours. Accounting for anticipated annual growth, the existing parking capacity will not adequately serve campus in 2015.

This project will construct a previously designed extension to the blue daily lot of 40 spaces and build a new lot of approximately 250 spaces. The location (see site map below) is convenient for future buildings, it drains into an existing storm water pond with adequate capacity, and is consistent with the campus master plan.

Project Schedule:

Regents approval of design & construction	January 2015
Design	Jan. 2015 – April 2015
Construction	May 2015 – Aug. 2015

Project Budget:

Construction(includes contingency & sales tax	\$1,725,000
Professional Fees	200,000
Project Management	<u>75,000</u>
Total Project Budget	<u>\$2,000,000</u>

Source of Funds:

Local Funds	<u>\$2,000,000</u>
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Board of Regents

WSU Vancouver, Parking Lot Addition, Design and Construction

Resolution #150130-499

WHEREAS, the Board of Regents of Washington State University by virtue of RCW 28B.10.528 has authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President, or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University.

RESOLVED: That the Board of Regents approve the Parking Lot Addition project with a total budget not to exceed \$2,000,000, authorize the project to proceed to design and construction, and further delegate authority to the President or his designee to enter into any and all contracts necessary to complete the project within the budgeted amount.

Dated this 30th day of January, 2015.

Chair, Board of Regents

Secretary, Board of Regents

ACTION ITEM #6

WSU Debt Management Policy Amendment (Patterson/Johnston)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU, Debt Management Policy Amendment

PROPOSED: That the Board of Regents approve the proposed amendment to the Debt Management Policy.

SUBMITTED BY: Roger Patterson, Vice President for Finance and Administration

SUPPORTING
INFORMATION: At its meeting on Thursday, October 23, 2014, the Finance and Audit Committee of the Board of Regents received a presentation on debt management practices and principles within the higher education industry and discussed the University's current debt management program. As a result of those discussions, the Administration recommends revising WSU's Debt Management Policy to include an additional debt threshold (see **Attachment A**).

Washington State University EXECUTIVE POLICY MANUAL

Executive Policy #31 proposed modification
Approved by Board of Regents, ~~May 6, 2011~~

Washington State University Board of Regents Debt Management Policy

PURPOSE

In accordance with the provisions of [RCW 28B.10.022](#), [28B.10.300-330](#), [28B.30.700-780](#), [28B.140](#) and [39.94](#), the Board of Regents (the "Regents") of Washington State University (the "University") has the power and authority to enter into financing contracts secured by the revenues it controls, and not subject to state appropriation, or to borrow money to acquire, construct, and/or equip dormitories, hospitals, clinics, dining halls, facilities for student activities, facilities housing services for students, parking facilities, research facilities, and any buildings or facilities authorized by the legislature. This policy states the principles that will govern the use of debt instruments to finance University capital and infrastructure projects and assigns responsibilities for the implementation and management of the University's debt.

DEBT SUBJECT TO POLICY

Debt, as the term pertains to this policy, means University obligations for the repayment of borrowed money incurred to fund the construction or acquisition of capital assets, infrastructure and any other University purpose approved by the Regents. This includes, but is not limited to, University general revenue bonds, revenue bonds for various auxiliaries, and any public-private project that would impact the University's credit. It does not include state general obligation bonds or state certificates of participation benefitting the University, whether or not such obligations are reimbursable by the University.

GOVERNING PRINCIPLES

- No debt will be issued without prior approval of the Regents.

- The University will comply with all applicable laws, regulations, and bond covenants.
- Debt is a limited resource that will be used to fund only capital projects that are consistent with the University's mission and strategic priorities, and its capital plan(s).
- The maturity and term of debt repayment will be determined on the basis of expected availability of resources; other long term goals and obligations of the borrowing unit and the University; useful life of the assets being financed; and market conditions at the time of financing.
- The University will establish an internal compliance plan and will engage in regular debt monitoring under that plan, to ensure compliance with this policy, bond resolutions, and other requirements.
- The University will perform sensitivity analysis to evaluate varying cost and revenue drivers and discuss such analysis at the time of requesting additional debt and/or annual debt reporting to the Board of Regents. Such drivers will include, but are not limited to, enrollment deviations, tuition and fee variations, state and federal appropriation changes, sponsored research anomalies all as compared to current year budget, while reflecting varying market assumptions.
- The University's overall debt status and outlook will be reported to the Regents, at least annually, consistent with the requirements herein.

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DEBT ISSUANCE PRINCIPLES

- In general, new debt will be secured by the general revenues of the University; but the University may secure debt by a specified revenue stream when legally and financially feasible for a specific project or purpose.
- For each project to be financed, the University will identify a source of repayment, sufficient in security and amount to support debt service over the life of the financing, as well as operating costs.
- The University will seek to maintain national credit ratings for general revenue bonds in the Aa/AA range and will employ financial ratios consistent with major credit rating agency criteria to confirm that it is operating within parameters that will support the desired credit rating.

- The University will seek to maintain a debt burden ratio below 7.5%, where debt burden is defined as the total annual debt service payment as a % of total operating costs.
- Financings will be coordinated, to the extent practical, to minimize the fixed costs of debt issuance.
- In general, fixed rate debt will be utilized, but the University may incur debt bearing interest at variable rates when appropriate for a particular financing plan, and taking into account bond market conditions, the University's liquidity position, and risks associated with variable rate debt (including interest rate risk, remarketing risk, and liquidity renewal risk).
- The University will not enter into any derivative transactions without first adopting a derivatives policy.

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REFINANCING AND REFUNDING PRINCIPLES

Refinancing may be considered:

- If it relieves the University of covenants, payment obligations, constraints, or reserve requirements that limit flexibility;
- To consolidate debt into a general revenue pledge and/or reduce the cost and administrative burden of managing many small outstanding obligations, after demonstration of the proposed benefits; or
- If the net present value ("NPV") savings to the University exceeds minimum thresholds, when measured as a percentage of the par amount of debt to be refinanced, and the refinancing supports the strategic need of the University.

Refunding Thresholds

- Current refunding (i.e. refinancing completed up to 90 days prior to the first call date for the bonds) may be considered when NPV savings are expected to meet the following thresholds:

Years Between Call Date	Present Value Standard
1-2	1%
3-4	2%
5-6	3%
7+	4%

- Advance refunding (i.e. refinancing completed more than 90 days prior to the first call date for the bonds) may be considered when NPV savings are expected to meet the following thresholds:

Years Between Call Date and Final Maturity Date	Present Value Standard
1-2	1%
3-4	2%
5-6	3%
7-8	4%
9+	5%

RESPONSIBILITIES

The Board of Regents is responsible for:

- Reviewing and approving any capital project to be considered for financing,
- Reviewing and authorizing each individual debt financing transaction, and
- Approving this policy and any changes to this policy.

The Vice President of Finance and Administration is responsible for:

- Implementing this policy,
- Establishing an internal compliance plan for all debt management and issuance,
- Retaining expert advisors as needed to assist with the issuance and administration of debt;
- Analyzing and presenting recommendations to the President and the Regents in connection with each proposed debt financing transaction, including:
 - Identification of source of repayment for each project, together with pro forma financial statements and assumptions relating thereto, and
 - Internal coverage requirements for each project and/or auxiliary providing repayment;
- Overseeing management of daily activities relating to debt and debt issuance, including coordination with legal and financial advisors to prepare and review the documents necessary for bond issuance and rating agency communication;

- Ensuring the University fulfills its continuing disclosure obligations, monitors compliance with bond covenants and IRS regulations, and invests unspent bond funds prudently; and
- Fulfilling the reporting requirements of this policy.

If at any time the Vice President for Finance and Administration becomes aware of and substantiates concerns about project revenue streams or ability of a project or auxiliary to meet debt service or coverage requirements on outstanding or proposed debt, and/or the ability of the University to meet internal compliance targets or service outstanding or proposed debt, he or she shall report such concerns at the next meeting of the Board of Regents, and shall periodically report thereafter until the concerns have been fully addressed and resolved.

GENERAL REPORTING REQUIREMENTS

At least annually, the Vice President for Finance and Administration will provide a report to the Regents detailing:

- All outstanding debt (by series and auxiliary, where applicable),
- The amount of outstanding principal, interest rates, maturity dates, debt-service requirements, and changes in outstanding debt since the previous year's report;
- Key covenants and ratios identified in the University's internal compliance plan, to include, at a minimum:
 - Ratio of unrestricted net assets to debt (University-wide);
 - Ratio of debt service to operating expenses (University-wide);
 - Debt service coverage (University-wide and by auxiliary);
- Comparative ratios (same as above) showing University comparison to the rating category medians and to peer institutions with the same or similar ratings;
- For any variable rate debt, the status and remaining term of any letter of credit or similar liquidity source;
- For any derivatives, an overview of terms and the "mark-to-market" value;
- Any known or anticipated new debt issuance; and
- Any restructuring or refinancing opportunities.

ACTION ITEM #7
WSU, Delegated Authority - Refunding Bonds
(Roger Patterson)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: WSU, Delegated Authority – Refunding Bonds

PROPOSED: That the Board of Regents amend Resolution No. 13122-46 passed on November 22, 2013, delegating authority to the President or his designee the authority to issue refunding bonds. The amendment expands the definition of refunding candidates to allow the University to authorize the issuance of general revenue bonds to refund any outstanding bonds of the University.

SUBMITTED BY: Roger Patterson, Vice President for Finance and Administration

SUPPORTING

INFORMATION: On November 22, 2013, the Regents passed a resolution delegating authority to the President or his designee to issue refunding bonds, provided that the refunding bonds generate debt service savings and the refunding is accomplished in accordance with the thresholds set forth in the University's Debt Management Policy. The potential refunding candidates were identified on Exhibit A to Resolution No. 13122-46.

In order to respond to refunding opportunities as they arise, management requests that the Board of Regents expand the definition of the refunding candidates previously identified in Exhibit A to allow the University to authorize the issuance of general revenue bonds to refund any outstanding bonds of the University. This will allow the University to refinance debt as market conditions allow. Management will report such refundings and related cost savings as an informational item as part of the annual debt report. In addition, as part of the annual debt report, management will present a copy of the debt policy that contains the refunding thresholds so the Board of Regents may reaffirm the thresholds and the overall debt policy.

WASHINGTON STATE UNIVERSITY
GENERAL REVENUE REFUNDING BONDS

RESOLUTION NO. 150130-502

A RESOLUTION OF THE BOARD OF REGENTS OF WASHINGTON
STATE UNIVERSITY AMENDING RESOLUTION NO. 131122-465.

ADOPTED: JANUARY 30, 2015

Prepared by:

K&L GATES LLP
Seattle, Washington

BOARD OF REGENTS
WASHINGTON STATE UNIVERSITY

RESOLUTION NO. 150130-502

A RESOLUTION OF THE BOARD OF REGENTS OF WASHINGTON
STATE UNIVERSITY AMENDING RESOLUTION NO. 131122-465.

WHEREAS, the Board of Regents adopted Resolution No. 131122-46 on November 22, 2013 authorizing the issuance of general revenue refunding bonds on a global basis provided that the refunding bonds generate debt service savings and is accomplished in accordance with the thresholds set forth in the University's Debt Management Policy; and

WHEREAS, the potential refunding candidates were identified on Exhibit A to Resolution No. 131122-46; and

WHEREAS, this Board has determined to expand to the definition of refunding candidates to provide for more financial flexibility for the University;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF WASHINGTON STATE UNIVERSITY, as follows:

Section 1. The definition of "Refunding Candidates" set forth in Section 1 of Resolution No. 131122-465 is hereby amended to read as follows (additions are double underscored and deletions are stricken through):

Refunding Candidates means (i) ~~[those bonds described on Exhibit A and attached hereto]~~[all outstanding funding and refunding bonds previously issued by the University and those bonds issued in the future for the purpose of funding the capital purposes of the University], and (ii) all series of Bonds issued hereunder.

Section 2. Exhibit A to Resolution No. 131122-465 is hereby deleted.

Section 3. As amended by this amendatory resolution, Resolution No. 131122-465 is hereby ratified, approved and re-confirmed.

Section 4. Immediate Effect. This resolution shall take effect immediately upon its adoption.

ADOPTED AND APPROVED by the Board of Regents of Washington State University,
by a regular meeting of the Board held this 30th day of January, 2015.

WASHINGTON STATE UNIVERSITY

Chair, Board of Regents

ATTEST:

Secretary, Board of Regents

CERTIFICATE

I, the undersigned, Secretary of the Board of Regents ("Board") of Washington State University (the "University"), DO HEREBY CERTIFY:

1. That the attached Resolution (the "Resolution") is a true and correct copy of a resolution of the University, as finally adopted at a regular meeting of the Board of Regents held on the 30th day of January, 2015, and duly recorded in my office.

2. That said meeting was duly convened and held in all respects in accordance with law, and to the extent required by law, due and proper notice of such meeting was given; that a quorum of the Board was present throughout the meeting and a legally sufficient number of members of the Board voted in the proper manner for the adoption of said Resolution; that all other requirements and proceedings incident to the proper adoption of said Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 30th day of January, 2015.

Secretary

ACTION ITEM #1

Washington State University Renewal of Radioactive Materials License WN-C003-1 (Keane)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: Statement of Intent in support of renewal of the University's Radioactive Materials License WN-C003-1. The License allows the use and storage of radioactive materials for the purposes of research, teaching and public service.

PROPOSED: That the Board of Regents delegate authority to the President to issue and sign Statements of Intent in support of the application for renewal or amendment of Radioactive Materials License WN-C003-1, for the University campuses and research stations listed on the license. This delegation would be ongoing and would include the currently proposed Statement of Intent as well as future Statements of Intent. A Statement of Intent shall (1) set out a cost estimate for decommissioning, (2) indicate that the University will request funds from the State of Washington for decommissioning activities sufficient to cover the costs of decommissioning, and (3) request funds sufficiently in advance of decommissioning to prevent the delay of activities.

SUBMITTED BY: Dr. Christopher Keane, Vice President for Research

SUPPORTING INFORMATION: The State of Washington became an agreement state (as defined in 10 CFR 30.4) on November 16, 1966 as amended on January 7, 1982, at which time the United States Nuclear Regulatory Commission provided for discontinuance of the regulatory authority of the Commission under Chapters 6, 7, and 8, Section 161 of the Atomic Energy Act of 1954, as Amended.

The state of Washington has regulatory oversight of users of radioactive materials as provided in Chapter 246-235 of the

Washington Administrative Code (WAC). WSU maintains a Radioactive Materials License which is issued by the State of Washington Department of Health (DOH). WSU currently is seeking to renew its Radioactive Materials License for a 10 year term. WAC 246-235-075 stipulates that licensees submit a decommissioning funding plan. The WAC requires that the decommissioning funding plan shall specify a funding mechanism, which applies to WSU as prescribed in WAC 246-235-075(4)(d), which states: "Statement of Intent. In the case of state or local government licensees, a statement of intent containing a cost estimate for decommissioning and indicating that funds for decommissioning will be obtained when necessary."

The Statement of Intent herein proposed provides that WSU will request funds from the State of Washington for decommissioning activities associated with Radioactive Materials License # WN-C003-1 in accordance with WAC 246-235-075 when decommissioning becomes necessary.

A Decommissioning Funding Plan and Cost Estimate has been submitted and approved by the State of Washington DOH in conjunction with application for renewal of Radioactive Materials License WN-C003-1. The current decommissioning cost estimate is \$3,380,000.

[Office of the President Letterhead]

[Insert Date]

ATTN: Radioactive Materials Section
Washington Department of Health,
Office of Radiation Protection
P.O. Box 47827
Olympia, Washington 98504-7827

RE: Washington State University
Radioactive Materials License WN-C003-1
Financial Assurance

STATEMENT OF INTENT

The Washington State University Board of Regents has authority and responsibility to request from the State of Washington funds for decommissioning activities associated with operations authorized under Radioactive Materials License WN-C003-1, issued by the State of Washington Department of Health, for the use of radioactive materials for the purposes of research, teaching and service. This authority is authorized by statute, and by statute this authority may be delegated.

Within this authority, and as authorized in the attached resolution of the Board of Regents, Washington State University, through its Board of Regents or designee, intends to request that funds be made available in an amount sufficient to cover the cost of decommissioning when decommissioning is initiated.

The current estimated cost of decommissioning is \$ 3,380,000. WSU further intends to seek and obtain such funds sufficiently in advance of decommissioning to prevent delay of required activities.

Elson S. Floyd, Ph.D.
President

State of Washington)
County of _____) ^{ss.}

Signed and sworn to (or affirmed) before me this ____ day of [insert month, year,] Elson S. Floyd

Printed name: _____
Notary Public in and for the state of Washington
My appointment expires: _____

BOARD OF REGENTS

Delegation of Authority to President to Issue and Sign Statements of Intent for Renewal of Washington State University Radioactive Materials License WN-C003-1

Resolution # 150130-500

WHEREAS, the Board of Regents of Washington State University, by virtue of RCW 28B.10.528, has the authority to delegate by resolution to the President of the University, or designee, powers and duties vested in or imposed upon the Board by law and to enable the President or designee to act on behalf of the Board of Regents in matters relating to the administration and governance of the University; and

WHEREAS, THE Board of Regents is vested with the management of WSU, is responsible for the budget of WSU, and is authorized to request funding for WSU from the state legislature, by virtue of RCW 28B.30 and as elsewhere provided in statutory authority;

NOW, THEREFORE, BE IT RESOLVED that the Board of Regents hereby delegates authority to the President of the University to issue and sign Statements of Intent, in support of the application for renewal or amendment of Radioactive Materials License WN-C003-1 for the University campuses and research stations listed on the license. A Statement of Intent shall (1) set out a cost estimate for decommissioning, (2) indicate that the University will request funds from the State of Washington for decommissioning activities sufficient to cover the costs of decommissioning, and (3) request funds sufficiently in advance of decommissioning to prevent the delay of activities.

Dated this 30th day of January, 2015.

Chair of the Board of Regents

Secretary of the Board of Regents

ACTION ITEM #2

FY2016 Housing and Dining Rates (Huskey/Boston)

TO ALL MEMBERS OF THE BOARD OF REGENTS

SUBJECT: FY2016 Housing and Dining Rates

PROPOSED: That the Board of Regents approve an increase in the Housing and Dining Rates not to exceed the following percentage from the FY2016 Rates.

Residence Halls:

2.9% (\$293) of the total weighted average for room and board (weighted average of a double room and level 2 dining plan).

Apartment:

2% of the total weighted average for apartment rates.

SUBMITTED BY: Melynda Huskey, Interim Vice President for Student Affairs

SUPPORTING INFORMATION: The Housing and Dining System is a self-sustaining auxiliary unit which requires establishing room and board rates that are sufficient to meet bond covenants and support the University's strategic goals.

The Housing and Dining Advisory Board is comprised of student representatives from the Resident Hall Association (RHA), Associated Students of Washington State University (ASWSU), Graduate and Professional Students Association (GPSA), as well as representatives from the Budget Office, Business and Finance, and Student Affairs.

The Housing and Dining Advisory Board met throughout the fall semester to review current operations and discuss operational changes anticipated for next year. The Advisory Board toured various facilities within the system and was provided notebooks containing detailed information with regard to budget, organizational charts, and system goals as they relate to the long range housing plan. Based upon student input, economic projections and system demands, the rate recommendations were developed. The recommended increases received unanimous support from

the Advisory Board. Pending Regent's approval, the new rates will begin with the start of fall semester 2015.

The Advisory Board is comprised of seven student representatives* and seven administrators as outlined below.

Representative:

Colby Cavanaugh*
Paul Choi*
Jordan Gerry*
Tram Huynh*
Qassem Naim *
Jared Powell*
Liz Thomas*
Cindy Arbour
Terry Boston
Gary Coyle
Edwin Hamada
Mollie Holt
Bob Tattershall
Kelly Westoff

Area:

Resident Advisor
Assistant Hall Director
Resident Technology Advisor
RHA Representative
GPSA Representative
ASWSU President
Apartment Coordinator
Facilities Services
Administrative Services
Dining Services
Residence Life
Finance, Administrative Services
Housing & Conference Services
Budget Office

Washington State University Housing and Dining

Residence Hall, Dining and Apartment Rate Proposal 2015-2016 Academic Year

Residence Hall occupancy trends, Fall Census Day (10th day after classes start)

2011	5,163
2012	5,251
2013	5,146
2014	5,190
2015 (projected)	5,260

Revenue assumptions

4,000 targeted Freshman class
Open Global Scholars Hall, Einstein Bagel & The Market for Fall 2015
Close Waller Hall

Expense assumptions

3.0% cost of living increase for employees subject to legislature approval
1.6% increase for hourly personnel due to minimum wage increase
3.0% increase in food costs
8.9% increase in utility costs
3.0% increase in perquisites
3.0% increase inflation on supplies and services

Target \$2.0 million for major repairs and equipment.

Recommended Increases:

*Apartment*s

Single-student apartments	increase:	2.0%
Family housing	increase:	2.0%

Residence Halls Room and Board

	<u>2014-2015</u>	<u>2015-2015</u>	<u>Increase</u>	<u>% Increase</u>
Weighted average residence hall double room	\$6,049	\$6,282	\$233	3.8%
Dining Plan, Level 2	<u>\$4,018</u>	<u>\$4,078</u>	<u>\$ 60</u>	<u>1.5%</u>
Total*	\$10,067	\$10,360	\$293	2.9%

* Total is the sum of weighted average double room and level 2 dining plan